MODERN SALESMANSHIP

Practice and Principles

Stimulating Customer Co-operation

LA SALLE EXTENSION UNIVERSITY CHICAGO

MODERN SALESMANSHIP

Practice and Principles

TEXT NINETEEN

Stimulating Customer Co-operation

This sales practice is based upon that of many representative sales organizations. The material has been gathered and organized, and the principles deduced and defined by the LaSalle Research, Educational, and Consultation Staffs, assisted by leading sales executives, under the direction of

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CONTENTS

Page

THE THREEFOLD FUNCTION OF THE MERCHANDISE SALESMAN
The Illustration in the Text 1
Good Merchandising Practice 2
Selling Profit thru Co-operation 3
Practice Illustrated in This Text 4
Form and Order of Material Presented 5
Practice May Be Applied Widely 6

REASONS FOR THE "PRODUCER TO JOBBER AND RETAILER" METHOD ILLUSTRATED IN THIS CASE
The Part Played by Advertising 7
Salesmanship Combined with Advertising 8
Producer Is Entitled to a Return on Money Spent for Advertising and Selling 8
Why Some Producers Sell to Retailers as Well as to Jobbers .. 9
Method Illustrated May Be Applied to Other Products 9

THE HOUSE POLICY
Education of the Buying Public 11
Expansion of Retail Outlets, thru Increased Sales Effort 12
Why Yale & Towne Retains the Jobber 13
Expansion of Wholesale Outlets, thru Salesmanship 13
Company's Plan Allows Fair Profit to All 14
How the Jobber Benefits 14
Plan Gives Greatest Service to Users, Retailers, and Jobbers .. 15

OVERCOMING PREJUDICE
Here Is the Man Duffield Is Going to Sell 16
Why the Salesman Must "Sell" the Buyer First 17
The Buyer's Attitude 18

PROVING THE PROFIT THRU CO-OPERATION WITH HOUSE POLICY
"Selling the Interview" 20
The "Sale of the Profit" 22
Proving the Individual Application 25
Broad Application of the Principles 30

DEVELOPING CUSTOMER CO-OPERATION
The Salesman's Incentive to Co-operate 31
The Basis for Co-operation 32
The Customer's Incentive to Co-operate 33
Co-operation Always Pays 33
Salesman's Lack of Co-operation 34

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Page
The Co-operating Salesman 35
Co-operating Buyers 36
Poor Practice by Jobber's Salesman..... 37
Good Practice by Jobber's Salesman..... 37
Forms of Acceptable Service to Retailers..... 38
Effect of Co-operation..... 39
The Right Attitude toward the Customer..... 40
Profits on First Orders..... 41
The Threefold Result 42
Study the Following Presentation 43
Opening New Accounts..... 44

How to Secure Co-operation
Factors in Selecting Successful Distributors..... 45
The Right Point of View..... 45
Some Examples of Co-operation from Buyers..... 46
The Profit thru "Spreading the Sale"..... 47
Establishing Favorable Personal Relations..... 48
Using Principle in Insurance Selling..... 48
The Necessity of Educating Customer in Proper Use of Product 49
Illustrations of Principle..... 49
Customers Like to Be "Re-sold"..... 50
Making Buyer Realize Full Merits of What He Has Already Purchased 51
Customer Interest Developed..... 51
Showing More Extended Uses for the Product..... 52
Extending Uses of Products..... 52
Help the Dealer to Sell the Goods..... 53
Think of Your Own Experience..... 54
The Salesman's Opportunity thru the Clerk..... 55
Show the Clerks How to Do It..... 56
Emphasize the Consumer Appeal..... 57
How to Talk to Clerks..... 57
Definitely Work with the Clerks..... 58
Include Dealer in Class..... 59
Getting Preference for Your Product..... 60
Stop and Think at This Point..... 61
Making Purchasers of Those Not Intending to Buy..... 62
Show the Customer How to Develop Demand..... 62
Using Mentality Instead of Memory..... 63
How the Trained Salesman Works..... 65

Your Grasp of the Subject of This Text
Methods of Securing Co-operation..... 66
The Next Subject to Be Treated..... 68

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STIMULATING CUSTOMER CO-OPERATION

The Threefold Function of the Merchandise Salesman

THE salesman who sells goods for re-sale, to jobbers or retailers, or both, has a mission to perform which involves a threefold function:

1. He must open up new accounts; that is, he must sell merchants who are not handling his goods;
2. He must persuade his customers to co-operate with him, and his house, in the re-sale of the goods they have sold to the merchants, so that the merchants will become—automatically—prospects for additional goods sold by the salesman and his house; and,
3. He must render such acceptable service to his customers as will result in their recommending him, his house, and his goods to others. That is, his work among his customers must be such as to develop their confidence, good will, and co-operation to the point where they will be desirous, willing, and ready to assist him in selling his goods to friends and acquaintances.

The Illustration in the Text

The illustration you will read in this text is one covering a sale in which the salesman performs the three functions mentioned above.

First, he opens up a new account with a jobber who has hitherto refused to buy his goods, because of deep-seated prejudice against the sales policy of his house. He does this thru overcoming the prejudice of the jobber's buyer, in the only way prejudice ever can be overcome, by using the "selling process," thru which he:

(a) Makes plain to his prospect the money profit he will secure and enjoy thru buying the goods offered;

(b) Proves to the prospect, thru the presentation of conclusive evidence, that the money profit indicated will surely be enjoyed by the prospect's house, if he buys; and,

(c) Impels the prospect to recognize the money profit his

> house will make; to agree that the money profit cannot be ignored; and to admit that he should buy, in order that his house may, can, or will—in all probability—enjoy the money profit indicated and proved.

Having made this first sale, thru which the new account is opened, the salesman then proceeds to make a second sale.

The second sale involves the selling and buying of the idea of active co-operation, as the means thru which both the buyer and the seller will make the most money profit.

However, you should read the illustration in the text, only as an illustration. That is, you should remember that the same principles apply in all situations—in the sale of goods to users or consumers, as well as to the sale of goods for re-sale, whether to jobbers or to retailers.

The fact that the illustration is confined to the sale of goods to jobbers, for re-sale, is incidental; and your interest in the illustration should be subordinated to the broader aspects and applications of the principles.

After you have studied the case, you will be given information which will enable you to apply the principles in any situation with which you may be confronted.

Good Merchandising Practice

The salesman who sells goods for re-sale must be familiar with good merchandising practice in his field.

That is, he must understand the merchandising methods of his house; he must be thoroly convinced of the wisdom of the methods used by his house; and he must be prepared to present, demonstrate, prove, and persuade his prospects to believe what he himself believes.

The man who sells merchandise of unquestioned merit, who represents a house whose goods are admitted to be of superior quality, is more frequently obliged to "sell the house policy" of his institution than he is to sell the goods.

Unless such a man fully understands the reason for the house policy, and is so fully in harmony with the house policy as to be able to present its merits effectively, he cannot hope to be successful in "selling the house policy."

For the above reason, and in order that you may get a simple setting of all the conditions involved in the sale to be illustrated in this text, you will now read a brief outline covering facts you will need to know in order to appreciate the illustration you are about to study.

Selling Profit thru Co-operation

Successful distribution of merchandise thru jobbers and retailers depends upon effective co-operation between producers, or manufacturers, and both jobbers and retailers.

Any failure to co-operate, upon the part of any one of those three factors in the distribution process, will result in an increase of cost to the consumer, or a loss of business to producers, jobbers, and retailers.

Under competitive conditions, even tho the goods may be marketed at a higher price, any unwarranted increase in cost will result in diminishing the volume of merchandise sold by the producer, unless the three parties who distribute the product are persuaded to co-operate.

While the Yale & Towne Manufacturing Company, of Stamford, Conn. (whose practice will be illustrated in this text), manufactures lines of products distributed by other methods—this case deals with the distribution of Yale locks and builders' hardware, thru jobbers and retailers, to both of whom—under specific conditions—this company sells its products.

For the facts presented in the illustration, we are indebted to the management of the Yale & Towne Manufacturing Company, particularly to Mr. E. C. Waldvogel,

vice president, whose personal co-operation was so courteously and generously extended.

In the previous text, dealing with the Campbell Soup case, you saw the practice of distributing products thru jobbers and dealers, or retailers, in which the producer did "missionary work" with the dealer. The goods were sold to the dealer—by the salesman for the producer—but for the account of the jobber. The jobber was given the profit (in form of discount) notwithstanding the expense incurred by the producer in securing these orders from the dealer.

Practice Illustrated in This Text

In the present text, you are going to see practice under another method: viz., that in which the producer sells to retailers; without giving the jobber credit on the orders taken by the producer's salesman from the retailers.

It is the house policy of the Yale & Towne Manufacturing Company not to give jobbers credit on business done with retailers by Yale & Towne salesmen.

This practice makes it necessary for the Yale & Towne salesmen to sell to the jobber the idea of contenting himself with the profit he will make on future sales to the retailer thru co-operating with this house policy of the Yale & Towne Manufacturing Company.

Because of the traditional policy of many jobbers—(to buy only such products as are not sold direct to retailers or to consumers or users by the producer or manufacturer)—the case is one in which the salesman must overcome the effect of deeply rooted and intense prejudice upon the part of the prospect.

The case you will presently study is an illustration of the practice of Yale & Towne salesmen, in selling to jobbers the profit which the jobber may, can, and will enjoy thru co-operating with the house policy of the Yale &

Towne Manufacturing Company—after accounts have been opened by Yale & Towne salesmen with retailers.

Where a house policy is different from the policy of other houses in the same line of business—or, in cases where misunderstandings or prejudices arise on the subject of house policy—it is necessary for the salesman to persuade the prospect that the profit to him thru co-operation will be sufficient to warrant his rejection of his prejudice.

Form and Order of Material Presented

You will study the material presented, in the following order:

1. You will learn the reasons why the Yale & Towne Manufacturing Company sells its builders' hardware to retailers as well as to jobbers, without giving the jobber credit on orders taken direct from retailers. This will give you an insight into the factors which govern the establishment of the house policy in this case.
2. You will read a statement of the distribution plan and policy of the Yale & Towne Manufacturing Company, thru which you will get a clear grasp of the workings of the policy, and of the reasons why it is profitable for jobbers to co-operate with the policy.
3. Then, you will be introduced to the prospect who is to be sold in this case—a buyer for a jobbing house with a traditional policy of buying only from producers, or manufacturers, who will sell to jobbers exclusively and not direct to retailers or consumers.
4. You will then study the "selling talk" of a thoroly trained Yale & Towne salesman, thru which he persuades the prospect to co-operate with the house policy of the Yale & Towne Manufacturing Company, because of the profit the jobber will make in so doing.
5. You will be given a presentation covering the salesman's incentives to co-operate, and the customer's incentive to co-operate, which will make clear to you the motives, reasons, and impulses underlying customer co-operation. This presentation will also set forth the necessity for co-operation between salesman and buyer, in the field of "specialty selling"—where little or no "repeat" business is expected.

6. Next you will study a presentation, setting forth how to secure co-operation—which will throw additional light upon the various principles to be observed, and will also illustrate a variety of methods used by skilled salesmen in co-operating with, and securing co-operation from, customers. This presentation will assist you to make a very broad application of the principles involved.

Practice May Be Applied Widely

This Yale & Towne case is a fine illustration of effective practice in overcoming prejudice and influencing a change of "prospect viewpoints." The practice is applicable in overcoming any form of prejudice, whether it be directed toward the house policy or toward any other factor of the salesman's proposition—and regardless of whether the thing being sold is for use, consumption, or re-sale.

> **If the prospect can profit thru the use, or the consumption, or the re-sale of what the salesman has to sell, an effective presentation of proof of such profit, coupled with rational persuasion to take the profit offered, will serve to overcome prejudice, and bring the prospect to a favorable viewpoint.**

In other words, as in the case of any No. 9 prospect, the subject of the prejudice is dropped by the salesman and the mind of the prospect is centered upon the profit he will get, and enjoy—thru buying.

Reasons for the "Producer to Jobber and Retailer" Method Illustrated in This Case

IT IS evident, to any student of marketing, that all methods of distribution have their advantages and their disadvantages.

As a rule, business concerns choose—and continue to practice—certain methods of distribution because, in each particular case, the advantages (for the particular concern or product) outweigh the disadvantages.

The choice of a method is influenced largely by the nature of the product itself, the market, the demand, and the conditions to be encountered within the channels of distribution.

The Part Played by Advertising

In order to introduce a new product having a broad application to the general public, and to keep such a product before the buying public (after it has been introduced), it is necessary to advertise to consumers, or users, as has been developed in previous texts.

Such advertising, as will be more fully developed in Text 20, "Advertising as an Aid to Selling," does three things. It develops:

1. Consumer demand.
2. Consumer acceptance.
3. Dealer influence.

That is, advertising to consumers, influences them—

1. To ask for the product advertised, and "take no other";
2. To buy the product advertised, when it is offered to them for sale; and,
3. For these reasons, consumer advertising also influences retailers and jobbers to handle the product advertised—because advertised products (because of increased demand for them) "turn over" faster than unadvertised products of equal merit.

And this point should be noted:

On two products of equal merit—one branded and advertised and the other not advertised — even tho branded—both may be sold to consumers, at the same price. The expense of advertising and salesmanship may be greater on the advertised brand—but, because of the increased volume of business on the advertised brand, a lower percentage of distribution expense is likely to result.

Salesmanship Combined with Advertising

In addition to advertising, it is generally necessary to send salesmen to jobbers and retailers, to persuade them to handle and push the goods advertised, because of the greater profit to themselves thru so doing. As has been developed, this is necessary even where the products are distributed thru jobbers, and sold to retailers by the jobbers' salesmen.

Producer Is Entitled to a Return on Money Spent for Advertising and Selling

When a producer spends money to advertise his goods to users and consumers, and to interest jobbers and retailers in stocking and selling them—he is entitled to an adequate return on the money invested and the effort involved.

When a producer displays such confidence in his products (as is the case where producers advertise to consumers), he is entitled to part of the discount usually given to jobbers and retailers.

Where a product, or a line of products, is superior to competing products—and the recognition and acceptance of that superiority involves educational effort upon the part of the producer, thru advertising and salesmanship—

The producer who undertakes the education of consumers and of jobbers and retailers—so that all these

may enjoy greater profit—becomes a public benefactor, as well as a progressive business man.

And his profit should be greater in every respect than that of the man who makes little effort to inspire the public to the acceptance of superior quality products.

If the cost of arousing consumer demand, and retailer co-operation, sufficient to move the goods for the jobber, is too high to leave the producer a fair profit on the business done thru jobbers, the producer is justified, either in reducing his discounts to the jobber and the retailer, or in adopting some other plan of distributing his merchandise which will leave him a fair profit—give a fair profit to all parties handling the goods—and make the price to the consumer reasonable.

Why Some Producers Sell to Retailers as Well as to Jobbers

A number of producers—in lines where the jobber is an economic necessity—have adopted the plan of taking introductory orders direct from retailers, in addition to the business done thru jobbers.

The profit on this business reimburses them for the expense incurred in arousing demand on the part of retailers and consumers—and leaves the greater volume business of regular "fill-in" orders for the jobbers.

The advantages of this method to the producer, the retailer, and the consumer are well illustrated in this case.

Method Illustrated May Be Applied to Other Products

The method is applicable to any line of merchandise sold for re-sale to jobbers, where the producer also sells to the retailer who is the jobber's customer.

This method may be applied successfully to any product sold thru "regular trade channels," where the consumer demand has been aroused to sufficient extent to prove the advantage to the jobber and retailer.

Wherever goods are sold to the jobber, and—under certain circumstances—to the jobber's retail customers as well, the method illustrated may apply.

The next section deals with the distribution plan and policy of the Yale & Towne Manufacturing Company. It is important that you understand the details of this plan and policy, in order that you may get a clear grasp of the form of practice illustrated.

The House Policy

YOUR study of the distribution plan and policy of the Yale & Towne Manufacturing Company will indicate how you should study the policy of your own house, so that you may be conversant with the "selling points" upon which to base your "selling appeals," in your "selling talks" to prospects.

For a number of years, Yale & Towne distributed its hardware products chiefly thru the jobber, or wholesale dealer, altho direct sales were made also to many retailers, especially in the larger cities.

However, the increasing complexity of the line, its specialized character, and the fact that many low-grade articles of low price and large demand had to be excluded, made the Yale & Towne line less attractive to some jobbers than were some competing lines which could be sold with less effort—because of lower prices.

It was therefore necessary that the company arouse a consumer demand for "Yale" products, which would increase the desire of jobbers and retailers to handle them.

Now, in order to arouse demand, modern practice starts with the consumer. Effort is made to convince him of the merits of the product, and of the advantages it holds for him.

Education of the Buying Public

Yale products, because superior in quality to similar products, called for a higher price. Therefore, in order to arouse a demand for them, it was necessary to educate the public on the economy of buying quality products—at a high price—such as, for illustration, the economy thru paying a dollar for a Yale padlock, instead of fifteen or twenty-five cents for an old-fashioned, insecure, cast-iron lock.

The solution to this problem was, of course, advertising to sell the general public the idea of buying Yale products, and the company had to stand the expense of this advertising alone; for, even tho they profited by the increased demand, the jobbers could not be asked to participate in this expense, nor had they any desire to do so.

(Thru Yale advertising—carried on in mediums of general circulation for many years—the Yale trade-mark has become thoroly known to the American public, as well as to the public in many other countries. While advertising to the trade has not been neglected, the main emphasis has been placed upon acquainting the general public with the merits of Yale products.)

Expansion of Retail Outlets, thru Increased Sales Effort

Next, it was necessary to get wider distribution of Yale products in retail hardware stores, so that the consumer, or user, demand created by this advertising could be readily supplied.

This also took extra effort, because of the tendency among retailers to handle cheaper lines which, in those days, were bought by consumers without any selling effort upon the part of retailers and jobbers. Therefore, to put across the "quality" idea to retailers—to convince them of the profit to them in handling Yale products—extra effort was required upon the part of the Yale & Towne salesmen.

Jobbers' salesmen, with a long line to sell—consisting of hundreds, sometimes thousands, of items—cannot spend the time and energy required to push any one manufacturer's products. Moreover, they are not trained to do this. So it was necessary for Yale & Towne to send out a specially trained salesman to open up retail accounts, gets retailers to buy and push Yale products, and supply the demand aroused by Yale advertising.

Why Yale & Towne Retains the Jobber

This question may arise at this point: Why did not Yale & Towne drop the jobber altogether—since he could not assist in the expense or effort of arousing demand, either among consumers or among retailers—and distribute its hardware products thru the retailer exclusively?

That is a natural question, and one which reaches down into the fundamentals of distribution for an answer.

Yale & Towne did not dispense with the jobber because, in the hardware trade, the jobber is an economic necessity. As you learned in Text 18, he gathers together in one place the products of many manufacturers. This enables the retailer to buy, in one place, or from one salesman, products which otherwise would require his going to numerous primary sources, or buying small quantities from the salesmen of a large number of manufacturers.

Buying from the jobber allows the retailer to operate on a small capital investment in merchandise. He can replace any item immediately thru a near-by jobber, so there is no need for him to carry large stocks. This means rapid turnover of a small capital investment—therefore, increase of profit on capital investment.

Expansion of Wholesale Outlets, thru Salesmanship

These are only a few of the reasons why the jobber is an economic necessity in the hardware trade. This explains, partially, why Yale & Towne wished to keep its list of jobber distributors.

Thus, the company had three definite things to do:

1. Arouse consumer or user demand for "Yale" products thru advertising;
2. Convince retailers of the profit for them in supplying this demand;
3. Influence jobbers to handle Yale products in order to supply dealers, so that the jobbers might make the profit which comes thru handling a line of goods for which there is both dealer and consumer demand.

Company's Plan Allows Fair Profit to All

When the manufacturer assumes the expense of arousing consumer and retailer demand, he cannot pay the jobber—in the form of a discount—for service which the jobber has not performed, without increasing the cost to the consumer, or decreasing the profit of the retailer, or decreasing his own normal profit. The Yale & Towne Manufacturing Company, however, adopted a plan which enabled it to maintain reasonable discounts to jobbers and retailers, and to assume the expense of arousing demand, without increasing the cost to the consumer.

The plan works this way:

First—Yale advertising arouses a demand on the part of users, or consumers, for Yale products:

Second—Yale salesmen call upon retailers, interest them in supplying this demand, take introductory orders, and bill the goods direct to the retailer. Such introductory orders, while representing by far the smaller part of the Yale & Towne output, help to pay for the expense of arousing retailer demand, and putting the goods on the retailers' shelves.

The Yale & Towne salesmen, in some territories, work with both retailers and jobbers. They call upon retailers, educate them and sell them introductory orders, tell them the names of jobbers from whom they can secure "fill-in" stock; and then they inform the jobbers of—either thru personal call or in writing—the names of the retailers they have thus sold, thereby making new customers for jobbers on their lines.

How the Jobber Benefits

Thru this method, the Yale & Towne salesmen are constantly opening up new accounts for jobbers—they are making additional customers for Yale products, whose business will be profitable to jobbers. While the jobbers do not receive any credit for business done direct with

retailers by the Yale & Towne salesmen—this work of the salesman is of direct benefit to the jobbers, because it increases the jobbers' business on Yale products.

The fact that nearly every important hardware jobbing house in the country assists in the distribution of Yale products is conclusive proof that the company's plan works out profitably for jobbers. With an increasing number of users calling on the retailer of Yale products, and the retailer constantly "filling in" his stocks thru orders on the jobber, the jobber's business on Yale products becomes increasingly profitable.

Third—Other Yale salesmen (or, in some cases, the same salesmen who call upon retailers) call upon jobbers to get them to handle Yale products, in order to supply the retailer. When the retailers in his territory are pushing Yale products, it is to the jobbers' interest to handle them; because, if the retailers cannot get them from him, they will go elsewhere.

The fact that introductory orders are taken by the company direct from the retailer is not at all detrimental to the jobber. These direct orders constitute only the smaller part of the Yale & Towne hardware business—by far the larger part being sold thru jobbers.

Plan Gives Greatest Service to Users, Retailers, and Jobbers

Thru the operation of this plan—which has been found to give the greatest service to consumers, retailers, and jobbers—a large market for Yale products has been created, to the profit of all parties concerned.

Overcoming Prejudice

JAMES DUFFIELD is a thoroly trained salesman for the Yale & Towne Manufacturing Company. His job is to sell jobbers the Yale line of builders' hardware.

Here Is the Man Duffield Is Going to Sell

Duffield's prospect in Westfield is Thomas Moulton, buyer of builders' hardware for the Baker-Wells Company.

Moulton is a typical hardware buyer. He knows hardware thoroly, and all of the various brands upon the market, and how such brands are distributed. He is a well-informed man—and he knows what is transpiring in the hardware field, not only in his territory, but all over the country.

He is fair-minded, easy to talk to, and is always willing to listen to any manufacturer's salesman who calls upon him. But, like all other men in his relation to distribution, he has the jobber's viewpoint. He looks upon the jobber as one who should control the distribution of all the hardware sold in his territory except that sold by other jobbers.

The Baker-Wells Company is a large jobbing house with several departments. There are different buyers for the various departments.

These buyers are controlled by the "house policy" of their institutions. They are restricted to purchasing from definite sources, and are not permitted to purchase from any other sources without first gaining the approval of the general manager.

That means that Duffield's proposition must be accepted by both buyer and general manager before he can get the order.

After Duffield has "sold" the buyer, he will find it

necessary to repeat his "selling talk" to the general manager, Mr. Boswell. If Duffield's presentation is convincing and persuasive, and the general manager realizes that the Yale line can be added to their present lines, and can produce additional profit, he will authorize the buyer to place the order.

Duffield must first sell the buyer. It is the buyer's job to buy from sources authorized by "house policy"—and he will not, because not authorized, buy Yale products without the approval of the general manager.

And he will not ask for the general manager's approval —unless Duffield succeeds in selling him the "house policy" of Yale & Towne Manufacturing Company.

Why the Salesman Must "Sell" the Buyer First

In the meeting later between Duffield and the general manager, at which the buyer will be present in all probability, the buyer's attitude may influence the outcome of the sale. The extent of the buyer's influence, of course, is determined by the degree to which Boswell, the general manager, respects the opinion and judgment of Moulton, the buyer.

If there is any doubt in the buyer's mind of the advantages of handling the Yale line, or the soundness of the firm's marketing policy, there is possibility that he may present obstacles that hinder the progress of the sale. If there are any objections in his mind, which have not been removed, they are likely to crop out when Duffield is talking to the general manager, with disastrous results to Duffield.

You can readily see, then, how important it is that Duffield thoroly convinces the buyer that he is serving the best interests of his house by placing an order with Duffield before going to the general manager.

If Duffield makes certain of the buyer, he may count on two points in his favor:

1. The buyer will not introduce objections to distract the "selling talk" to the general manager;
2. His influence will be favorable to Duffield and Duffield's proposition.

The Buyer's Attitude

The buyer's attitude is important; especially if the general manager is hard to convince, and it frequently taxes the salesman's ability to the utmost to overcome his prejudice and demonstrate the advantages of the proposition. The salesman wants the buyer "with him," on his side, even tho the buyer doesn't actively agree with the salesman. Absence of any antagonism on his part is certainly an asset. He will be on the salesman's side if the salesman convinces him thoroly of the merits of the proposition—in this case, the Yale & Towne house policy.

Note this point, it is one well worth remembering:

Wherever there is more than one person interested in the purchase of a product, it is necessary to be sure that both, or all concerned, are thoroly "sold" on the proposition. One individual, not fully convinced of the merits of the case, can easily present objections that make the sale more difficult.

Moulton is thoroly prejudiced against handling Yale & Towne products, and is sustained in this attitude by the "house policy." Mr. Boswell also feels the same way toward the Yale line.

However, as a buyer, Moulton is primarily interested in purchasing goods which can, and will, be sold at a profit. His job depends on the success with which he performs this task.

Naturally, he is going to look at the proposition from the angle of profit. In fact, he has already done so, and that accounts for his prejudice against the Yale & Towne policy. He believes firmly that the policy is wrong; that

the direct sales to retailers made the Yale line less profitable for the jobber to handle.

For that reason, it is not going to be easy to get an order from Moulton.

But it can be done. Moulton will recommend to the general manager that Duffield be given an order just as soon as Duffield shows him that his firm's profits will be increased by adding the Yale & Towne line to their present lines.

And now you will see how Duffield proves the profit to Moulton's house thru co-operating with the Yale & Towne policy; and persuades Moulton to recommend the purchase of the Yale line.

Proving the Profit thru Co-operation with House Policy

THE "selling talk" which follows is one which bears the stamp of approval of the Yale & Towne sales department as meeting the situation described.

Read it carefully, and make effort to grasp the principles involved.

Study all the "selling points" presented; note the character of the "selling appeals"; follow thru on the outlines of the "selling plan," as all of these things indicate the important factors in the "selling conversation" which lead to the prospect's buying.

"Selling the Interview"

Salesman: "My name is Duffield. One of our Yale & Towne salesmen has just finished a trip thru your county. He has opened up a number of new accounts with retailers, which means increased sales and profits for jobbers. He has gathered a lot of information which will save the time of jobbers' salesmen, and put them in possession of facts which will be of great value to them and their houses. He has succeeded in winning the confidence, increasing the good will, and stimulating the co-operation of these retailers with their jobbers and the Yale & Towne Manufacturing Company. He has done all these things in a way which I am certain will meet with the approval of your good business judgment when you know what he has done."

Buyer: "We're not particularly interested in Yale products, as you know. Your policy of selling the retailer does not meet with our approval. We prefer to handle those lines where the jobber is given full protection. We can't see why we should pay very much attention to a line where you have 'skimmed the cream.'

"So long as Yale & Towne maintains its present policy, we shall not be much inclined to co-operate."

Salesman: "My attitude would be exactly the same as yours, if I thought as you do. I certainly would not handle any line that I thought would not pay me to handle.

"But I would try to make certain I had all the facts; I would try to learn whether the 'cream had been skimmed,' or whether there was more cream left than had been 'skimmed'—as you say.

"Your only interest in any line of products is from the standpoint of money profit to yourselves. If there is money profit to be made, that you are not now making, you want that extra profit, do you not?"

Buyer: "Sure! We want all the profit we can get, but we think we know how to get the most profit for ourselves thru our own selection of the lines we carry.

"We are fully convinced that we can make more profit thru handling lines which are not sold directly to the retailer by the manufacturer. Our whole experience proves this to be the case.

"When a manufacturer sells a retailer directly, as you do, the profit on those sales is lost to the jobber. Whenever you sell a retailer, that means a loss to us, because, as you are well aware, the retailer will not buy a line of products from us if you have already sold him a stock."

Salesman: "If I could show you how you can make more money than you are now making, if I could supply evidence satisfactory to you, which would prove that you will make more money thru handling the Yale & Towne line than you will make without it; if I could make plain to you where your self-interest will be served in a way wholly satisfactory to you and your house, you would want me to do that; would you not?"

Buyer: "Certainly; but you can't do it."

Salesman: "You, of course, will have to be the judge of that. The point now is this: You want me to tell you how to make more money than you are now making, and prove it to your satisfaction—if I can; do you not?"

Buyer: "I'm willing to listen; but I have little belief that you will succeed."

Note: The salesman has "sold the interview."

The "Sale of the Profit"

Salesman: "You know that retailers are inclined to get into a rut; they buy certain things because they have bought them before. They frequently lose sales, or they fail to render the service their customers expect of them, by not being prepared to supply what customers desire. That means a loss to them, to jobbers, and to manufacturers. There isn't any doubt on that point; is there?

"Yale & Towne advertising is creating a constant consumer demand for Yale products. If people ask for Yale products, and the retailer does not carry them, or is 'short' of stock the consumer calls for, the customer, the retailer, the jobber, and the manufacturer all sustain losses. You admit that; do you not?

"Our system of distributing Yale products is based upon the desire to render the greatest service to consumers, retailers, and jobbers. The fact that the business of Yale & Towne Manufacturing Company has expanded steadily over a period of more than fifty years—and more largely during the period when our present distribution plan has been in effect—is ample evidence that we have rendered an efficient service to consumers, retailers, and jobbers. There are more jobbers handling Yale products under our present plan than there were when we confined our sales to jobbers alone, and did not pay any attention to the retailers. That fact is one which it will pay you to note.

"You can get proof of the truth of what I claim by

looking at this list of jobbers who now handle Yale & Towne goods in your own state. (Shows list.)

"There must be a good business reason for this satisfactory experience, unless you assume that the overwhelming majority of hardware jobbers are poor business men. I think you will admit that this is not the case. You know the concerns on that list to be managed by men who are successful business men."

Buyer: "How can a jobber make as much money in handling your products, under your present policy of selling retailers, as he could if he had a profit on *all* of the Yale & Towne products distributed in his territory?"

Salesman: "That question is easy to answer: It is because of the increased volume of business now being done on Yale & Towne products; it is because we have succeeded in getting Yale products into almost every retail store, and have succeeded in gaining the co-operation of such an overwhelming majority of the retailers of the country, that the sale of these products has been increased.

"You are well aware that our work with retailers—and our direct sales of goods to them—is done for one purpose only: We wish to increase the sale of Yale & Towne products thru getting our goods into the hands of retailers who would not otherwise buy them; or, if they bought them at all, would only buy limited quantities and numbers.

"You also know that if a dealer buys enough to warrant making a factory shipment, he will almost immediately be in the market for additional goods which he will buy from his jobber, because his 'fill-in' orders can be placed more conveniently with the jobber's salesman.

"Every time we induce a retailer to put in a stock of Yale products, or to add to the line he already carries, we are creating new business for the hardware jobber.

"The greater the number of retailers we induce to stock

Yale products, the greater is the opportunity for the jobber to sell Yale products. Not only are we creating new customers for the jobber, and increasing the purchasing power of his customers by teaching them to sell greater volume of goods, but we are making quality customers out of retailers who have been inclined to handle cheaper lines; because, as you know, the ordinary retailer is more inclined to handle cheap goods than quality products."

Buyer: "What you say sounds good, but you do not state all the facts. Every time you sell a retailer you deprive us of an opportunity to sell him the goods we carry in stock. When he puts in a line of Yale products, he does not buy from us the line of products we have been selling him.

"That means that we lose sales every time you sell a retailer, just as I claimed in the first place."

Salesman: "You figure your profits on a percentage basis, do you not?"

Buyer: "Yes."

Salesman: "Then the volume of your profit depends upon the volume of your sales, in dollars and cents, does it not?"

Buyer: "Yes."

Salesman: "You believe that Yale advertising, and our work among retailers, results in increasing demand for Yale products; do you not?"

Buyer: "I can't deny that."

Salesman: "If it does, the consumers are being educated to the economy of buying quality products, at higher prices.

"Do you not see that the Yale plan of distribution increases the profits of both retailers and jobbers? If consumers are being convinced of the economy of paying $1.00 or more for a Yale Padlock, instead of paying fif-

teen or twenty-five cents for an old-fashioned cast-iron lock, you can see the economy to consumers and the increased profit to retailers and jobbers; can you not?"

Buyer: "Yes, I can see that for the retailer and the manufacturer; but, under your plan, I cannot see where the jobber 'gets off,' because he does not make any profit on the goods you sell to the retailer."

Salesman: "I admit that; but if a jobber's total business with a retailer is increased thru the Yale & Towne policy, and that increased business gives the jobber more money profit than he might, could, or would get if we did not sell the retailer, then the retailer, the jobber, and the Yale & Town Manufacturing Company are all benefited thru our policy. You'll admit that; will you not?"

Buyer: "Yes, if what you claim is true; but I don't believe it is true. You'll have to prove to me that we can make more money thru handling Yale & Towne products than we can thru not handling them, before I would be very much influenced by what you say."

Salesman: "I'll be glad to do that."

The prospect has now reached Objective No. 4. He has admitted that if the Yale & Towne policy can be proved to have increased the sale of Yale & Towne products to a point where jobbers make more money, the salesman has a good case. However, he now wants the salesman to prove that *he*, his house, can make more money thru handling Yale & Towne products.

Proving the Individual Application

Salesman: "Yale & Towne builders' hardware is very largely distributed thru jobbers. The volume sold by Yale & Towne to retailers is relatively small. That fact is one which cannot be disputed by a man as intelligently informed as you are. You know it to be a fact. Because it is a fact, in the experience of the overwhelming majority of hardware jobbers in the United States, it would be a fact in your case—if you handled Yale & Towne goods. You will not attempt to dispute that; will you?

"Because of the demand which we have aroused, thru both our advertising and our selling practice, the hardware jobbers are making more profit on Yale products than they ever would have made under any other plan of distribution. We have increased the demand for Yale products, and the hardware jobbers are deriving large profits thru supplying that demand.

"Every new account our man has opened for Yale products in your territory represents a potential profit for you. All you need do is to reap where we have sown the seed. We only take sufficient profit to pay for the seed we have sown. We leave to you the reaping of the larger profit. We know we are rendering a distinct service to a hardware jobber every time we open a new retailer's account, in his territory.

"You will find this to be a fact if you will undertake to cultivate and reap the fields we have sown.

"However, the only way you will ever get proof satisfactory to you, is thru co-operating with us, and with your retail trade. It is impossible for us to furnish the evidence which you will need to become convinced. All we can do is to show you how to get the evidence, and to co-operate with you in getting it; we cannot do it alone. That point is clear to you; is it not?"

"You wouldn't attempt to deny the merit of Yale products; you do not question that an overwhelming majority of jobbers in the United States handle Yale products; you know that jobbers are good business men, who would not handle Yale products unless they derived a satisfactory profit from them; and all you now need to know is that you, your house, can get and enjoy the same satisfactory money profit thru handling Yale products that other jobbers are getting and enjoying. Isn't that a fact?"

Buyer: "Yes, but I never thought of it in just that

way. I can now see some points in your plan that I never before understood."

Salesman: "Let me illustrate the subject so that you will see still clearer:

"Our salesman goes to a retailer and induces him to put in a board with samples of Yale Padlocks, convinces him that he can render better service to his customers, and make more profit for himself, by selling Yale Padlocks instead of cheaper grades.

"Our salesman gives the retailer a strong talk on the appearance, utility, and safety of the Yale Padlock; he shows him that the sale of the Yale Padlock will result in the creation of good will for him; he makes plain to him that a satisfied customer is the best possible advertisement for a dealer; he gives him a viewpoint concerning the advantage to him of selling quality products, which he has never had before; and he proves to him that he will profit thru the handling of Yale products to an extent he cannot profit thru handling competing lines; and tells the retailer that he can secure 'fill-in' stock from his jobber. In the case of your customer, he tells him that he can get the goods from you.

"If our man knows you are co-operating with us, he mentions your name. He advises the retailer to give his orders to your salesman. He tells him that you carry full stocks and will be able to give him the service he needs and wants.

"He leaves the retailer, your natural customer, in a better attitude of mind toward you than when he met him. He is not obliged to tell the retailer that he must send his 'fill-in' orders to one of your competitors. You see that; do you not?

"All your salesman need do, when he calls upon that retailer, is to mention Yale products. Just remind the dealer that you handle them. The retailer has already been *sold* upon the quality of Yale products and the

advantage to him in handling them. And, when your salesman reminds him of Yale products, he remembers that Yale products are more profitable for him to sell than are low-price products. Your salesman does not have to do anything but take the order.

"Our salesman gets around to the retailer often enough to keep him enthusiastic—altho he may know he cannot secure an order large enough to ship from the factory. You get direct benefit from all of this work of our salesman who visits your dealers.

"You see, do you not, that we do two things to co-operate with you:

1. We open up accounts with retailers who are not now handling Yale products; or we get retailers who are now handling limited lines to increase the numbers and quantities; and,
2. We conduct a continuous campaign thru which we persuade the retailer to continue to increase his sales on Yale & Towne products, and to buy his goods from you, as the most convenient and profitable way for him to keep his stock in good order.

"That's plain to you; is it not?"

Buyer: "Just wait a minute. I want to take up this subject with our general manager."

Objective No. 5 has been reached. The buyer has become convinced of the profit to his house, thru co-operation with the Yale & Towne house policy. He will now be inclined to help the salesman sell the Yale & Towne house policy to the general manager.

The buyer goes into the office of the general manager. He gives him a brief outline of the advantages they will enjoy thru handling the Yale & Towne products. The general manager expresses interest, and asks the buyer to bring the salesman into his office. The salesman is introduced and repeats his "selling talk" to the general manager, largely in response to questions asked by the general manager. As the "selling conversation" is continued, the buyer frequently says a word or two to cor-

roborate what the salesman is saying to the general manager. The general manager becomes persuaded that it will pay his house to handle the Yale & Towne lines. He advises the buyer to discuss with the salesman the details of making up a trial order.

Salesman: "I want you gentlemen to realize that my work has only just begun. The receipt of a trial order from you is necessary, as a means for starting our work together; but I want you to know that Yale & Towne expects me to co-operate with you to the fullest possible extent. They know that unless I do co-operate with you, and you co-operate with me, neither of us is going to make any money.

"One of the first things we do is to notify our salesmen who call on retailers who are handling Yale & Towne goods. I will arrange to have this done at once. Every retailer who handles Yale & Towne goods in your territory will be notified of your having the goods in stock.

"You should immediately notify all of your salesmen of your having added the Yale & Towne goods. If possible, I would like to get in touch with your salesmen and give them some information that will be of value to them. We shall also supply you with printed material which will supply your salesmen with a background for an understanding of the value to them of the Yale & Towne policy. We shall also supply you with printed material to give them information and 'selling points' on the Yale & Towne products they will handle.

"It will help your men to know something about the successful history of the Yale & Towne Manufacturing Company. They will be interested in the character of the men in our management, and the reasons why the management of Yale & Towne Manufacturing Company has been so successfully conducted by these men.

"If I get the opportunity to talk to your men, I would like to tell them some of the experiences of the salesmen of other jobbers; this will be helpful to them, because they will be stories of successful experience.

"I shall keep in close touch with you, and I shall make every effort to keep you fully informed concerning every development which I believe will be to your advantage."

The salesman then says good-by to the general manager, and goes to the office of the buyer to discuss details. He advises the buyer on the particular lines he should put in stock. The buyer makes out an order in harmony with the salesman's suggestion. The salesman is always careful not to overload the jobber and to advise him not to purchase large quantities of particular numbers which may be slow sellers. All he wants now is an "entering wedge." He will depend upon the future for developing the business.

Broad Application of the Principles

You will now study a presentation which will make clear to you the effects of, and the necessity for, stimulating customer co-operation; then you will be given another presentation which will set forth some rules to be followed, in clear, definite form; and will also supply you with information which will enable you to make broad application of the principles.

Developing Customer Co-operation

CO-OPERATION means working together. There is no mystery about it. It does not mean some new relation between human beings, depending upon the development of some unique political or social philosophy. It merely means, what the word itself means, working together.

In the effort to develop customer co-operation, the salesman begins by co-operating with the customer. He cannot inspire, induce, or impel the customer to work with him (co-operate) unless he first co-operates with the prospect—works with him, for their mutual advantage.

The only incentive any man has to co-operate with another is this:

He becomes convinced and persuaded that he can get more for himself thru co-operating than he can get by working alone.

That being the case, the master salesman succeeds in getting his customer to co-operate with him, thru proving to the customer that he will profit thru co-operating with the salesman and his house.

The Salesman's Incentive to Co-operate

Let us ask this question: Why should the salesman co-operate with the prospect? Later we will ask another question: Why should the prospect co-operate with the salesman?

Thru co-operating with the prospect, and then with the customer who has been a prospect, the salesman is enabled to secure three forms of profit:

1. The profit he makes on his first sale, when opening up a new account. In other words, the profit on the particular sale he is engaged in making.
2. The profit which will come thru additional sales made to

the same customer, in the future, by reason of the confidence established, the good will engendered, and the co-operation developed, during the first sale—and thru the satisfactory experience of the customer with the goods he bought in the first purchase.

3. The profit which will come thru sales he will make to others, as the result of the continuous satisfaction enjoyed by a co-operating customer, who will recommend the salesman, his house, and his goods to others of his acquaintance; and, in addition to that, sometimes the satisfied customer will give the salesman a testimonial which can be used, not only with the acquaintances and friends of the customer, but with strangers as well.

You now see the reason which induces the salesman to co-operate with his customers, and the motives which prompt him to continue to co-operate with them; do you not?

The Basis for Co-operation

Now, as you know, the basis for every satisfactory purchase is the conviction that the buyer will derive satisfaction therefrom. And the basis for every sale, as you are aware, is the demonstration of service upon the part of the salesman.

In other words, successful salesmanship depends upon the rendering of acceptable service. Consequently, everything the master salesman does, in his effort to make a first sale to any prospect, must be in form to insure the prospect's conviction that he is to get satisfactory service as the result of buying.

You also know this: Every effective purchase and sale results in profit to the seller, the buyer, and the salesman. Consequently, the interests of all three parties are mutual. That being the case, when the master salesman plans to secure three forms of profit for himself, as he does when he makes his initial sale in opening a new account, he is also planning to insure these same three forms of profit for his house and for his customers.

The Customer's Incentive to Co-operate

There is only one reason why a customer (a jobber or a retailer) should co-operate with a salesman; that is, because he will make more money profit thru co-operating with the salesman—provided the salesman co-operates with him—than he will make if he fails to co-operate with the salesman.

You see why that is true; do you not?

Thru co-operating with the salesman, the customer learns how to sell the goods bought of the salesman—in quicker time, with less effort upon the part of himself and his salesmen, and with increased profit to himself.

It is now clear to you why the salesman should co-operate with the customer, and why the customer should co-operate with the salesman; is it not?

Sometimes it may not be clear how a customer will profit thru recommending the salesman, his house, and his goods. It would appear as tho this action on the part of the customer only insured profit to the salesman and the new customer.

However, when the law of compensation is taken into account—the law thru which we learn the advantages of co-operation—it will be seen that this action of the customer in recommending the salesman, his goods, and his house, puts upon the salesman an obligation to render still better service to the person who has served him, and it is thru this additional service rendered by the salesman that the customer gains his compensation for recommending the salesman, his goods, and his house.

Co-operation Always Pays

While this text deals primarily with methods of procedure in the sale of goods to merchants for re-sale, this principle of co-operation is adaptable to situations where products and devices are sold for use.

Where things are sold for use, instead of for re-sale,

the transaction apparently ends when the first purchase is made—presumably there will be no repeat orders.

As when a butcher buys a computing scale—unless his business expands—the transaction is apparently ended with the first purchase, simply because his need is supplied.

In spite of this fact, the greatest specialty salesmen have always cultivated their customers—seen to it that they were thoroly satisfied and enthusiastic, simply because out of this enthusiasm, new customers were created for the salesman—new prospects interested for him by his users.

Moreover, altho the customer may not be a prospect for additional equipment—unless his business expands—his business may expand—his equipment will wear out in time—or he may lose his equipment by fire. In any event, he is worth cultivating—he is worth all the effort required to make him a friend.

For an example of effective co-operation in selling to customers who may not be prospects for additional equipment, you are referred to the practice of the washing-machine salesman, in Text 15, in making a good installation of the machine he has sold.

Salesman's Lack of Co-operation

Let us look at an illustration of:

1. A failure to capitalize on first sales, by a "specialty" salesman; and,
2. A success in capitalizing on first sales, by a "specialty" salesman.

Two men worked for the same concern. They were both selling an office device.

The first man, from the moment he entered the field, went after orders; and, because of his remarkable persuasive and argumentative powers and irresistible personality, got them—for a time. But the moment he had

secured an order, he took no further interest in the man whom he had sold.

Now, quality and service are the very essence of salesmanship. Unless you give a man his money's worth—unless you make him fully understand your product, so that he will speak favorably of it, spread good words about it—you cannot claim that you are doing all that you should as a salesman.

This first salesman made no attempt to do anything more than get the signature on the dotted line.

In spite of the fact that he did well at first, after a few months in his territory he found that it was hard for him to get "leads"—that is, to get from previous buyers the names of friends and acquaintances, who could use what he was selling, or who would buy, if the proposition was properly placed before them.

He secured orders, yes—but every time he had secured an order, and had failed to co-operate with the customer to the point where the customer desired to co-operate with him, so that the customer would help him to secure additional orders, he missed an opportunity. Sales grew less and less. He finally complained to his manager that the market for the thing he was selling was "worked out."

The Co-operating Salesman

The other salesman for the same concern took just the opposite course.

Every time he sold a customer, he took a deep interest in him, and explained to him the utility, worth, and value of what the customer had bought.

He made it a habit, as he went about his territory, to drop in upon men whom he had sold, and to find out if they were getting satisfaction.

In a few cases he found that they were not—that the office device he had sold them had gone wrong in some minor respect—and that he had really planted a plague

spot of dissatisfaction with his product, so that if anyone happened to mention his product in the presence of the men whom he had sold, unfavorable things would be said about it, and the word would spread fast.

But, by his habit of dropping in, in this way, he not only made adjustments of the device, and re-sold his product, but he also sold friends of the customers.

His friendliness and interest, where there was apparently nothing more for him to gain, made the buyer wish to reciprocate—to co-operate with him.

Co-operating Buyers

Buyers would gladly tell him of other people who could buy or should buy; they volunteered to call up people of their acquaintance and recommend his device.

They gave him all sorts of "leads," and detailed knowledge of the town where he was selling, so that he knew just where to go in order to make sales. They gave him recommendations to men whom they knew.

They telephoned to some prospects in his presence. They gave him written recommendations which he could show to men whom they did not know, highly indorsing his proposition and his methods as a salesman.

They went so far, in many cases, as to give him, with very slight suggestion on his part, strong recommendations to everyone in their trade, telling how valuable was the device he was selling.

He was able to refer prospects to customers; he was able to say constantly, "Call up Mr. Blank, of 'So and So,' and ask him what he thinks," with the assurance that Mr. Blank would say something favorable.

Now, a satisfied customer is the best advertisement that a product can have.

If a man is selling typewriters, for instance, and one of his customers is getting exceptional results, and says

so, and who tells him names of other men who might purchase, they are real co-operating customers.

Customers who recommend their friends, give the salesman letters of recommendation to be used among people not known, provide him with a constantly widening field of sale, are really working as effectively for that salesman as if they were being paid for it. The co-operation of such customers has a genuine cash value.

Poor Practice by Jobber's Salesman

Now suppose we consider two jobbers' salesmen, one pursuing the right and the other the wrong course in relation to their customers. Both are selling cotton cloth.

The first man simply called upon retailers with the idea of getting their orders. He had no further object when he went into a store than to come out with a signature on the dotted line. He made no attempt to do any more than to secure this.

The result was that, just as in the case of the specialty salesman aforementioned, he found his "leads," or prospects, growing fewer and fewer in number. He found that his prestige in the towns in his territory never grew a particle.

Every time he entered a store, he was a stranger, and was received as a stranger. The cold "what-do-you-want-to-see-me-about?" "don't-want-to-buy-from-you" manner, chilled him at every call.

Each time he saw a customer, he found it just as hard to make any progress as he had found it during previous calls. Nobody had any confidence in him or his goods; there was no evidence of good will; there was not the slightest disposition to co-operate.

Good Practice by Jobber's Salesman

The other man from the same concern (and, by the way, the cotton cloth these men sold had no particular "selling points" of superiority for competition, was sold

at the same price, and on the same terms—in other words, these salesmen had no advantage whatever over competitors, or each other, so far as their product or prices were concerned) realized that the retailers to whom he sold were merchants, each of whom had a hundred problems that were worrying him.

He realized that many of these retailers were small men or not up-to-date men—that they knew little of the store methods worked out by leaders in their lines.

Knowing that he had nothing more to offer in his goods or prices than his competitors had, he made it a point to prime himself with pointers on retail-store management.

Forms of Acceptable Service to Retailers

Whenever he went to a retail store, he was able to tell the owner something about effective methods of window display or effective methods of displaying goods inside the store, so that the largest possible quantity of articles could be seen.

He was able to explain to him how to use the shelf space to the best advantage. He knew that many small retailers looked on the bank merely as a place where they could keep money safely, and did not realize that after many years of depositing, they were entitled to lines of credit.

Delicately, he touched on these topics; and whenever he got a response, he gave hints that aided the retailers. If they invited it, he gave direct advice.

He told retailers how to advertise in local papers, how to conduct bargain sales or special sales. He told them what the word "turnover" means, namely, that a merchant must turn, or sell out, his stock frequently during the course of a year in order to make profit; that he must not tie up too much money in any article that would remain for months on his shelves; that he should keep every dollar possible in active service.

These are only a few of the scores of things that he was able to tell retailers. In turn they aided him in making sales. He had capitalized them by helping them capitalize their own business.

Effect of Co-operation

He discovered that where before prospects said to him, "Your product is no better than that of 'So and So' (naming a competitor), your prices and terms are no better," etc. (a line of talk which had led to his going out without an order), he was now making friends of retail merchants, right and left.

They told him of other retailers in near-by towns. They gave him recommendations both for his goods and for himself. One merchant wrote that he was always glad to buy a bill of goods just to get this salesman to tell him some of the great number of things that he knew about managing a retail store so as to make it profitable.

This salesman's knowledge of storekeeping was simply the result of observation in his daily contact with retailers.

Not only did he find, as he went about in his territory, that he received a hearty welcome from men whom he had sold and whom he had aided, but he discovered as time went on that he was getting to be known all over the towns in his territory.

Everybody liked him. His goods were still no better than those of his competitor; his prices were no lower; his terms were no longer; nevertheless every retailer preferred to order from him rather than from competitors. He seemed to be received as everybody's friend wherever he went.

This man was giving service of the highest kind to his prospects at slight cost to him or his concern. In return he was getting sales without difficulty, building up con-

fidence, learning of new "leads," getting advertising recommendations that he could use in discovering new prospects and in convincing them.

He built up a great volume of good will—and stimulated co-operation—for himself and his concern. He helped to transform merchants who were discouraged into live, successful proprietors who sold larger and larger quantities of goods by proper methods, always making fair profits—men who met their bills promptly, and were always open to propositions from him.

The Right Attitude toward the Customer

A salesman, to be successful, must be a man always full of initiative, enthusiasm, and the "desire to serve." He must come into a room as a fresh breeze over a cliff.

Especially is this true at a time when business is suffering from depression, and retailers are psychologically affected by the general atmosphere. Everyone is afraid to start anything new. Men hesitate to go into businesses where in other years they would have been certain of success. Retailers are afraid to take on lines which formerly they would have known no hesitation whatever in handling.

It makes an enormous difference whether the salesman is a man of force, hope, enthusiasm, optimism, belief, or whether he permits himself to be affected by the atmosphere of depression that he finds in many retailers' stores.

The salesman being received with a hearty welcome, experiencing only courtesy and kindness, often being greeted as a long-lost friend the moment he hails into view, finds that his own spirits rise high.

Instead of fighting against depression in others, as well as overcoming his own doubts, he finds that everyone around him is glad to see him, glad to place orders with him, certain that his methods and ideas and suggestions are right, so that he himself receives a tremendous influx of courage and determination.

He has started out to help the retailers. He finds that his course results in retailers helping him. He has tried to lift them from the ruts of despondency. He finds that they make despondency impossible for him. He becomes more deeply interested in his work than ever before in his life. Every day develops in his sight some new angle which arouses his enthusiasm. He is honestly following the Golden Rule—he is trying to help merchants, and in return merchants try to help him. All this is co-operation of the most genuine kind.

There can be no greater benefit to a salesman than to have everybody in his territory treat him in such a way. His efficiency increases very greatly; his profits, and the profits of his house, of course, advance in like manner—he is on the high-road to big things.

Profits on First Orders

The wholesale salesman can seldom make a profit for his house out of the first order that he gets from a customer. He must secure re-orders—he must establish a trade that lasts a considerable time, before his employers begin to make good profits.

There have been a few wholesale salesmen who have been sent out by their concerns with the idea that they would make a big profit on their first trip, and there have been few men who have made such profits on their first trip.

"Re-orders and recommendations" are the big words in all wholesale selling.

1. The wholesale salesman must capitalize upon his investment of time, effort, and money spent in securing his first order—so that his customers will buy from him again and again—so that they will be attached to his house against all efforts of competition.
2. He must also secure that co-operation, in the form of recommendations and testimonials, which results in his customers helping him secure orders from others.

As has been said, on account of the expense of adver-

tising—and of the time of the salesman devoted to securing the first order—the profit on the first order may not be in money form.

That is, there may not be any net money profit on that individual transaction. However, if the salesman and his house look upon that transaction as an investment—a capitalized opportunity—the form of the profit in the first sale will be clearly apprehended.

If a producer spends a large amount of money in advertising to consumers, and he then spends additional money in sending salesmen to jobbers or retailers, or both, the amount of money spent to secure the first order from a jobber, or a retailer, may be many times the gross amount of the first order.

This being the case, and it is the case in many instances, the time, effort, and money spent by a salesman may be a total loss, unless he does his work so carefully as to insure his getting the two other profits referred to:

1. Additional future business from his customers;
2. Recommendations and testimonials which will help him sell other prospects.

The Threefold Result

All this being true, it will be evident that any money profit to be enjoyed by the salesman, and his house, will depend upon his making certain to do three things:

1. Win the confidence of his prospect, or customer, thru impressing the customer with the integrity, sincerity, and loyalty of the salesman—which is achieved thru the salesman's personality;
2. Inspire the customer with good will toward the salesman, his house, and his goods, thru rendering service in acceptable form—which involves the salesman's making effort to assist the customer in re-selling the goods he has bought, and in rendering other forms of acceptable service; and,
3. Induce and impel the customer to co-operate with the salesman, and his house, thru doing his share of the work involved in re-selling the goods—and in recommending them to others—which the customer will do only if he

becomes convinced and persuaded, as the result of his own satisfactory experience, that he is enjoying the profit he was led to expect he would enjoy by the salesman.

In other words, the customer will be inspired, induced, and impelled to co-operate with the salesman, only to the extent that the salesman, and his house, co-operates with him.

It will be plain that the way to insure the co-operation of your customers is to co-operate with them.

Study the Following Presentation

Usually, it takes much less time and effort to get an additional order from an old customer than it does to open an account with a new customer.

As a rule, your time and effort spent in helping your regular customers to sell more goods, by showing them and their salesmen how to do it, will pay you, and your house, bigger dividends than will time spent in effort in opening new accounts.

Read again the two paragraphs above. Note the word "usually" in the first paragraph, and the words "as a rule" in the second paragraph.

Of course, if you are introducing a new line of goods, or if your goods are not widely distributed and you need new jobbers and retailers, then the new accounts are of necessity the most important thing.

However, whether you are opening new accounts or are devoting most of your time to calling upon customers who are already handling your line, be sure to spend sufficient time and effort—

1. In inspiring your prospects with confidence in you, your house, and your goods;
2. In doing whatever is necessary to increase the good will of your customers, thru making effort to teach them and their salesmen how to sell your goods to their customers; and,
3. In co-operating with them in their efforts to sell your goods, and in securing their co-operation toward the same

effort, to the end that, thru the sale of the goods they have bought of you, and thru the profit they will enjoy as the result of the sales, they will want to do two things:

(a) Buy more goods from you for their own advantage; and,

(b) Recommend your goods, your house, and yourself to others whom they would like to have enjoy the advantages which they are enjoying.

Opening New Accounts

When we open an account with a new customer, it is obviously to our interest to satisfy that customer, simply because we expect to hold his trade—we must continue to sell him, to build a large volume.

But this is not all. From the modern standpoint, the winning of a customer—to the point where he gives the salesman the bulk of his trade—is not sufficient. The influence of the customer—his co-operation—must be put behind the salesman to help him expand his circle of customers.

And—very naturally—since we all realize that to *get*, we must *give*—the salesman who is working with the *service thought* in mind, does for his customer certain things which entitle him to the co-operation he asks.

How to Secure Co-operation

THE first step toward realizing the threefold profit you are seeking to get is to select jobbers and dealers who will make successful co-operators.

Factors in Selecting Successful Distributors

In your selection of jobbers and dealers, you will take into account these factors of importance:

1. The personality, character, progressiveness of the management of the business;
2. The reputation of the man or the house among its customers; and,
3. The credit standing of the man or the house.

A business man or a business institution may have ample capital and good credit; but if its reputation for rendering efficient service to its customers is defective, neither its capital nor its credit will make for its ultimate success.

A business man or a business house may have ample capital and credit, and may have earned a good reputation with its customers; but if its management has become careless, or if a change of management has resulted in the introduction of men with defective personalities, or lack of character, or of progressive methods, a business man or a business institution which has less capital and credit, or which has not yet succeeded in fully developing its reputation for service, may be a better customer for you—if the man or the management is of good character, and disposed to be progressive.

The Right Point of View

Why should you give any thought to a customer after you get his order?

No reason, unless you recognize that you have an investment in him which you should capitalize.

Perhaps, as far as you can see, you have sold him the only order you can sell him. You may be handling something which each purchaser buys only once in a lifetime.

Is there anything to bind you to that customer?

Are there any reasons why you should still think of him, work for his interests, and strive to keep in touch with him?

You know there are.

If you're coming back to sell him again, then, obviously, your future sales to him will be affected by what he thinks of you, your house, and your product in the meantime.

And even if you're not coming back, that man is your customer as long as he is using your product.

Yes, and even after he has used up your product and has nothing left but the memory, he is still your customer, and if he wishes, can boost for you very effectively.

Some Examples of Co-operation from Buyers

A number of individuals make it a yearly practice to get together and personally supervise groups of tourists in seeing Europe.

One lady joined a group of this kind, and was immensely pleased with the trip and with the supervision.

Altho she took only that one trip, yet she was instrumental in getting at least a dozen of her friends to make the tour under the same management.

A company of engineers and contractors is in the business of designing and constructing factory buildings.

A customer, having used the services of this company, may not need to have another building built for thirty years.

Yet that customer's building stands as a continual advertisement for the company that designed and erected it.

All this doesn't mean that you should keep on "selling" your goods to the point where you become a bore. At this stage, you are cementing the relations between yourself and your house and the new buyer. You are quickly getting an idea of what he wants and needs upon which to base your future relations.

Don't forget that in the first part of the text, you got the organized principles in proper rotation, and are now generally surveying various important points and applications with the idea of supplementing and clarifying the principles and their application.

The Profit thru "Spreading the Sale"

Again we get back to our leading thought—that one of the biggest sources of profits in selling lies in "spreading the sale"—to make each sale lead to another, whether it is to the same man or his friends or even to total strangers who are influenced by what your buyer says about you and your goods.

Making a little piece of business multiply itself just as the ripples spread out in every direction when you throw a stone into a still pond—that's the best simile we can give of the effect of stimulating customer co-operation.

The principles and fundamentals outlined are universal—apply everywhere to everything of human use.

The big thing for you to do in studying this text is to get the fundamental involved—*the idea that the profit doesn't stop when the first sale is made.* When you are far enough into a proposition to make the first sale, ways and means of getting the afterprofit are as plain as day.

A great sales manager once epitomized the whole thing when he said, *"Selling profits never stops while service continues."*

Keep on serving, and you will keep on gathering profits

from your sales—stop serving, and you have to depend on yourself to find new buyers.

Establishing Favorable Personal Relations

Now, suppose we go back and consider a little more in detail what happens right after the order is signed and the sale made.

By the way you act during the brief interview that follows the closing of your order, it will be possible for you to make the customer feel at once friendly and willing to help you.

Second, by *what you say* during this interview, it will be possible for you to set the customer's mind right about his relations to your house, so that misunderstandings and trouble will not be so likely to arise later.

To begin, therefore, you have come as a stranger to a certain prospect, and you have made a sale—you have his signed order in your pocket.

And you ask yourself, "How can I *right now* capitalize this customer? How can I get him to co-operate with me? In what way can I get him to help me to sell more of my goods?"

As you see, you can't rely on his appreciation of the goods to help you, because as yet he is a stranger to them.

Nor can you rely on the customer's relations to your house, because he has had no such relations thus far.

All you know is that he has a certain degree of faith in you and in your product. This faith is shown in the fact that he has agreed to buy the product.

Therefore, the immediate likelihood is that he will be willing to *give you valuable information* that will help you to make more sales among people he knows.

Using Principle in Insurance Selling

An insurance solicitor had great success with this method:

He was featuring a policy that made it possible for parents to save for their children's education. Naturally, he was interested in knowing which parents in a community were ambitious that their children should get college educations.

He never left a prospect—whether he had made a sale or not—without carefully inquiring as to the names, addresses, and other information regarding acquaintances of that prospect who had growing children.

Sometimes a new customer will go even further, and will at once directly recommend the salesman to friends.

The Necessity of Educating Customer in Proper Use of Product

Salesmen must always expect to do more or less educational work with their customers in relation to the proper use of their product.

This, of course, holds true, more in some lines than in others, but it is a generally prevalent condition in selling.

A customer can't be satisfied if he isn't getting proper results.

And all of customer co-operation rests on the foundation of *satisfied* buyers.

Many a good product breaks down or goes wrong because its buyer has not understood how to use it properly or how to take the right care of it.

Illustrations of Principle

A fine watch, continually wound too tightly, may continue to run, but may develop unreliability as a timepiece.

The best gun made, if left dirty and allowed to rust, is liable to explode in the user's hands.

The motor made to run on a small voltage will burn out if a larger voltage is applied to it.

If more material is fed to a machine than that machine was built to take care of, it will choke and stop running.

Many buyers of automobile tires are careless in their use of them. Thru neglect of proper inflation, thru misalignment of wheels, thru skidding, running into curbs, and other careless practices, they shorten the lives of their tires.

Women have said, "I can't get good results with that flour," when the trouble has been not with the flour but with their cooking practices.

The first function of selling is, of course, to make the sale, but once the sale is made, the major problem becomes that of holding and satisfying the customer. Only thru this practice will customers co-operate.

Customers Like to Be "Re-sold"

Here is a splendid thought to carry in one's mind continually: *Everybody likes to be "sold" on what he has already purchased.*

The best psychology in the world is that of the salesman who, after the sale is made and the order signed, turns to his buyer and says:

"Mr. Baker, while I was trying to get your order, you might have misunderstood what I am now going to say—might have thought it extravagant.

"But now that you have placed your order, you can't help realizing that I have no motive except sincerity in telling you that you have made no mistake in this purchase—you have shown excellent judgment."

He is confirming the buyer's judgment—doing it deftly and without violating the rule of not overstating or overclaiming.

In dealing with prospects who have proved themselves to be No. 1 prospects—or other "numbers" who buy without necessity for much selling effort upon the part of the salesman—the trained salesman always makes sure, before he leaves the customer, that the customer understands how the profit he expects is to be secured—

whether thru use, consumption, or re-sale. In other words, the trained salesman is careful to supply the buyer with all the information he may need to secure the advantages he expects thru what he has bought.

Making Buyer Realize Full Merits of What He Has Already Purchased

We have said (in Text 11, Page 44) that the salesman should not claim for the product greater achievements than it is capable of performing.

On the other hand, he should be alive to the fact that often the user does not fully appreciate *all* the good he is getting from a product.

A good instance of this is the general attitude of the public heretofore regarding paint.

People first thought of paint merely as a beautifier.

Later they came to realize that it could be made to give additional value as a reflector of light.

Next they found that it has a sanitary value.

And now they are waking up to the fact that it is a great preserver of surfaces against decay.

Now, paint has always given these values to its users, but they have not been fully alive to them. It is to the best interests of both the users and the product that they fully appreciate its value.

Customer Interest Developed

An old and well-established American company manufacturing sewing silk concluded, a few years ago, to give a series of prizes to dressmakers writing the best letters describing, from actual experience, the particular merits of this sewing silk.

The replies astonished the manufacturers. They had not realized until then the many particular ways in which their product was making good.

The information procured from these letters had a

notable effect on the dealers handling this thread. The fact suddenly dawned on them that every spool which they handed out possessed unusual excellence—more than they had thought.

The fact is that many a product giving noteworthy service is not fully appreciated by its users.

It pays, therefore—it pays the salesman and it pays the company—to point out repeatedly to the users the fact that the product is making good.

Showing More Extended Uses for the Product

In his work on, or rather for, the customer after purchase, the salesman finds the *service idea* paramount. You will already have recognized this fact.

The moment you can show a buyer unexpected uses for what he has purchased—new sources of profit—you are tying that man closer to you.

A salesman selling mill white (paint for factory interiors) says:

"I find there's a lot of business among plants that have already bought my goods. They know me, they know my product, and they know my firm. They realize we manufacture only good goods and that we do our best to serve them right.

"But up to a few years ago, they didn't use one-tenth the mill white they should have used. So I started in to show them how it would pay them to use it more extensively and more often.

"I had fine results. For the time I put in, I usually got more business with my old customers than in hunting up new ones."

Extending Uses of Products

Food manufacturers continually seek to interest the public in a wider, more varied use of their products.

Thus producers of cereal foods, prepared gelatines,

shredded cocoanut, vanilla extract, baking powder, and a score of other products, will distribute cookbooks and publish advertisements describing the numerous tasty dishes which can be prepared with the aid of their goods. This, of course, is done largely thru advertising.

But this work of extending the use should not be confined to the firm. The salesman should keep his eyes open.

Often a salesman can make recommendations and induce tryouts which result in all-year-round sales for the merchant instead of seasonable ones.

The sale of screen wire cloth formerly started shortly before the opening of the fly season.

Aggressive salesmen of this product advanced the purchasing season several months by inducing dealers to get after their trade to get their screens ready well before the flies arrived.

And the result of this was increased sales, simply because a house owner who got out his screens well in advance of the fly army, and found they were rusted, would replace them—he had plenty of time, whereas, if the flies were already coming in, the screens had to go up, and were clumsily repaired instead of being properly replaced by new wire.

Help the Dealer to Sell the Goods

As the illustration in this text was confined to a sale to jobbers, let us give some attention to ways and means of applying the same principles in selling to retailers for re-sale.

Now we have established as a foundation for the after-profit in the sale of goods for re-sale—

1. The right dealer; and,
2. Satisfaction with the goods.

The first sale is made—the goods are on the shelves—the dealer is satisfied.

Now how are you going about it to get your second order—to start that steady business your way?

There's no doubt about it that if you trust to luck and the dealer himself, you will get some re-orders—you can build a business by simply calling often enough and persistently enough.

But the one sound, quick way to get your dealers to buy more from you is to forget all about luck, and help them sell what they have already bought.

A row of empty shelves—the need for more stock—is a more forcible plea for a re-order than the most eloquent sales talk you or any other man ever put up.

Now, let us get right down to brass tacks on this question of how to help your dealers sell your goods.

Before we try to solve the problem, ask yourself one question:

Why doesn't the average retailer sell more?

Simply because he doesn't know how.

Think of Your Own Experience

And if there's any doubt in your mind as to the truth of that statement, just cast back over your own experience in buying goods at retail.

The average dealer simply doesn't know what he is talking about. And it is the salesman's fault. Instead of being a business educator, he is, in many cases, a "handshaker" and a "talker."

We are speaking broadly now. There are certainly many exceptions to this rule—many brilliant exceptions.

But—take your grocer—your druggist—your dry goods man—your hardware dealer, each as a class—in every and any branch of retaildom, you find them simply supplying wants—giving you what you ask for—or if they haven't got it, offering you "something just as good." Isn't that a fact?

Let your dealers alone and they will be doing this self-same thing.

They will be supplying their customers with what they "ask for."

And while the results are fairly satisfactory sometimes, it makes a long waiting for the salesman with real ambition.

And you don't have to wait.

Put in your time the way it should be invested. You can then get immediate dividends that are big, and ultimate returns that will be remarkable.

The mediocre salesman's idea of a "call on established trade" is an interchange of meaningless courtesies.

The whirlwind salesman's idea is the "rush act" to try to force a re-order.

But the trained, intelligent salesman's work lies along the sound lines of making his dealers and their clerks interested—showing them how to sell—helping them sell—and getting his re-orders because his dealer needs the goods.

Which way is best—most profitable?

If you choose any but the last—well—read no more. The rest of this text is not for you.

Right during the first few months a dealer takes on your line—before the novelty wears off—is the time to put in your "best licks"—to sow the seeds that are going to grow the order crop you will harvest year after year.

The Salesman's Opportunity thru the Clerk

To-day the retail clerk of America offers the salesman a swift path to establishing profitable trade.

These clerks can be made a more powerful agent in selling goods to the consumer than the largest advertising campaign ever instituted.

And the difficulties of educating retail clerks and their

employers to sell your goods successfully have been greatly overestimated.

The biggest difficulty has been to get the salesman himself to make a real effort—to pursue a carefully-thought-out, well-worked-up plan of procedure.

These clerks, as a class, are men of intelligence—they have all the thinking faculties—if you give them the right material in the right way they will use it.

If they don't, there's no one to blame but yourself.

And if they do, the big end of the profit is yours.

At any rate, the material is there to mold as you may desire.

The one big trouble with most of the books that we have come across on certain subjects we have been interested in is that, boiled down, the sum total of their contents was "go do it" instead of the "how to do it" we were looking for.

That's the big fault of road salesmen in trying to tell retail clerks how to sell their product to the consumer.

Show the Clerks How to Do It

They *tell* the clerks to sell—but fail to *show* them how.

We've seen salesmen work up a crowd of clerks into a wild enthusiasm that looked as if it was bound to produce results.

But it didn't.

Why?

Simply because the clerks were *enthusiastic* instead of *well informed.*

Customer enters.

Enthusiastic Clerk: "You should have this."

Customer: "Why?"

Clerk—business of head scratching—realizes that the salesman failed to tell him the really most important

thing about the whole deal—*why* the consumer should have it.

And the salesman wonders why that "lighting up" talk of his didn't produce any lasting results.

You know why it didn't.

Never mind the fireworks—facts stick longer and work better in everyday use.

There's a real art in being able to get a retail sales force together and actually show them how to sell your product to the consumer.

Emphasize the Consumer Appeal

Right here it will pay you to carve deep on the tablets of your memory this vital fact:

The same "selling points" that sell the merchant will not sell the consumer.

Every dealer in the world—after all—finds the *desire for money profit* entering prominently into his purchases.

Every consumer is interested in and desirous of getting the greatest amount of utility, satisfaction, out of the thing bought.

You see the difference; do you not?

You talk to the dealer about the *money profit* thru re-sale.

But you must talk to the consumer about the utility, service, enjoyment, pleasure, or other forms of satisfaction which will be enjoyed thru *possession and use.*

Now—you're talking to dealers day in and day out, and you get in the habit of talking to the dealer's viewpoint.

It's natural.

How to Talk to Clerks

But to make a success in educating retailers and their clerks to re-sell to the consumer, you've got to talk to them as you would to the consumer.

And before you can make an effective talk of this kind you must bear in mind what sells the consumer your product and then—

—Base all your educational talks to retailers and their clerks on this thought.

"It has been the experience of our most successful dealers that the best way to sell the Sampson is to say to the man who comes in and asks for a stump puller"—

—then tell them *what* to say.

Don't just tell them the facts and leave it up to them to transpose your statements to suit their needs. They won't do it. They have other things to think about.

Put the words in their mouths.

Definitely Work with the Clerks

You're not making a speech—you're holding a class—educating men instead of talking at them. There's a difference—in both method and returns.

Let every "trip around" leave behind a little more "sales talk" that they can use in talking your goods to their trade.

And when you feel the time is ripe—say about the third trip—for the sake of variety hold an "experience meeting."

Let the boys tell you what difficulties—what "prospect viewpoints"—they met in selling your goods.

Then honestly, seriously, and thoroly train them—show them how to handle these "prospect viewpoints" and close sales.

A little later on have a few of the clerks make sample demonstrations. Let them repeat your own words to you.

Act as a customer yourself. Carry it thru. It's not a farce—it's business. Don't encourage levity and laughter—it detracts from the effect. Make them realize that

selling goods, whether at retail or at wholesale, is a serious business, and one that justifies thought and care and study.

In this way, the meetings will begin to be *their* meetings instead of *yours*.

And that is as it should be.

Include Dealer in Class

Educate the dealer and his clerks—

By showing them what there is about your product which makes the consumer want to buy.

Analyze for them the main "selling points," and show them how to make the proper "selling appeals" to stimulate the customers' "buying motives," "buying reasons," and "buying impulses."

Describe successful selling methods of other dealers—displays, special sales, etc.

Put the right words into their mouths—leave nothing to chance—know that they know your goods, and how to sell them.

Because the greatest opportunities for getting the afterprofit lie in securing the interest and co-operation of the dealer and his clerks, it is important that the salesman who sells to dealers know how to develop co-operation. By following out a program of education along the above lines, the good salesman soon has his customers' clerks working for him, and then the afterprofits follow.

Why, there isn't a dealer in the country who won't be more than pleased to have you hold these meetings. Every time you help a man sell more goods, you're helping four people—the customer, the clerk, the dealer, and yourself.

The day that you can look yourself right in the face in the course of that morning shave, and honestly say that the great majority of your dealers and their clerks take

an interest in your product and are capable of selling it effectively thru your educational work, you've made a great step forward.

Getting Preference for Your Product

Thru your efforts, you have positively insured that when a man or woman comes in and asks for a product in your line, your product will be shown.

Why?

Let's give the answer as a concrete example.

The manufacturer of a line of electric heating apparatus was featuring a combination toaster, grill, and hot plate to be used at the dining table.

He found that the dealers, thru whom he distributed, usually sold three to four makes of similar articles as well as his own. We'll let him tell his own story:

"Five years ago our salesmen started in conscientiously to educate our retailers' men on how to sell our device.

"Other manufacturers' salesmen were entertaining and handshaking while our men were educating.

"Finally, it got to the point where the best salesmen of every dealer we had in the country knew more about and were more familiar with our particular appliance than any other in the store.

"What was the result?

"When a customer came in and wanted to look at an electric stove for table use, the salesman turned to our article—the one he knew the most about—the one he was most familiar with—the one it was easiest for him to talk. And this situation automatically extended itself to our entire line.

"We had and have first chance at pretty nearly every sale of our kind of goods that comes thru our dealers' doors. And no small part of five years' growth from a $250,000 to a $1,000,000 concern is directly due to this educational work on retailers' salesmen."

Stop and Think at This Point

Read that over again and let the lesson sink in.

Apply it to your own work.

Put every dealer and clerk on your customer list in a position where he knows more about your goods than any competitive line he handles.

Suppose you sell Wear-a-year Hose.

When a customer comes in and asks your dealer for "socks," down comes the Wear-a-year box.

Your goods are shown first—you have first chance at the sale.

And—moreover—your dealers and their clerks know about your goods—are in a position to talk them intelligently.

These are the inevitable results of conscientious educational work with your trade.

Make the keynote of your work the realization that while you sell the dealer, what he buys from you depends upon the amount of your goods he sells to the consumer.

It took good, strong salesmanship to make the first sale—no doubt about it.

But right there it pays, and pays big, to stop being a salesman and turn business man—lend your customer your selling ability—not by selling him more goods, but by helping him sell his trade what you've sold him.

Investigation and analysis show that the great majority of people who buy at retail do not specify the particular brand they want.

Consequently, the recommendation of dealer or clerk —properly made—is the strongest re-order creator any salesman can put to work in his interest.

Let's take it for granted right here that you have made the first step of your "afterprofit" campaign—that all your dealers and clerks are interested and capable of sell-

ing your product to better advantage than any competitive line.

All right—that's a big step forward—you're getting more than your normal share of your dealers' trade.

But what you're looking for now is a method of increasing sales on your product for your dealers—getting for them more consumers of what you sell.

Making Purchasers of Those Not Intending to Buy

Let's suppose again—for the sake of illustration—that you're selling Wear-a-year Hose.

You're getting the absolute limit of business from your trade.

Now you want more—naturally.

"Get new dealers" is the most obvious answer—but you should be doing that anyway.

"How to get your old dealers to sell more socks?"—is the thing with you now.

And the method is simple.

Show the clerks how to create a market for Wear-a-year Hose among men who have no idea of buying socks when they come into the store.

Give the clerks a talk like this:

"There is no one article of men's wear that they need so often, and delay buying so long, as hosiery. From now on, every time we wait on a man—no matter what he is buying—let's say something like this:

" 'You need some hosiery right now, and I've got the kind that will keep you from needing any more for a long time to come—Wear-a-year Hose are just what the name implies—guaranteed to wear a year, etc.' "

See what you're doing?

Show the Customer How to Develop Demand

You're showing your customers how to create an added demand for hosiery.

If you're the salesman you ought to be, you're going to sit right down and figure ways and means of putting this principle to work the moment you go out on your territory.

The big thought is—spend your time with your dealers in a way that will keep them working for you after you're gone.

The old-fashioned idea that all a salesman had to do when calling on regular trade was to "jolly them"—talk goods and service—is exploded—wrong—downright foolishness.

When your time is spent in educating your dealer and his clerks on how to sell your products, you're multiplying your own efforts.

We know salesmen who have from one hundred to as high as seven hundred retail salesmen selling their product for them.

And there's no good reason why you can't do the same.

"Multiplication of personal effort" is the world-old secret of success.

If you were to spend a year in the store of one of your customers, with the sole object in view of making his clerks sell more of your product, what results could you obtain?

You can't spend a year—but hours and days of effort on individual customers, multiplied by your yearly trips, count big enough on the sales sheet to satisfy any man.

You can leave men behind you in every town who will carry on the work you start.

You can head off competition by intrenching your line so strongly in the minds and on the sales books of your customers that they wouldn't dare make a change.

Using Mentality Instead of Memory

Keeping in mind that every man is more interested in

himself, and his own affairs, than he is in anything else, the master salesman has learned the wisdom of making every point of contact with his customers—no matter how seldom or how often his calls upon them—thru the use of human interest appeals.

He knows he will make a better point of contact with John Smith by asking him about his Studebaker—which he secured by trading in his old Whangdoodle car—and which Smith told him about on his last call—than thru making immediate reference to the purpose of his call.

He knows that some complimentary remark concerning any improvement in the appearance of the store, the show window, the delivery car, or the businesslike behavior of one of Adam Grant's clerks, will make a better point of contact with Grant than will the immediate offer of an unusual bargain.

He knows that a picture postal card, sent to the little daughter of Pat Flynn on her birthday—with some brief written message to the little one—will arouse Flynn's good will to greater extent than would the receipt of a box of cigars by Flynn.

He knows that a story covering some successful merchandising practice, told to Harry Schneider—or mailed to him in the form of a newspaper or trade-paper clipping—will have a more wholesome effect upon Schneider than will a direct selling appeal, either in person or thru a letter.

He knows that a pound box of chocolates, sent to the wife of Jim Brown on her wedding anniversary—which arrives a few days in advance and thus serves as a reminder of that event to Brown—will not be forgotten by Brown when he makes his next call upon him.

He knows that any evidence of thoughtfulness upon his part, in reference to anything of personal interest to his prospects, their families, or their employes—which

indicates his individual interest in him, or them—is the finest means thru which to cement cordial relations with prospects and persons in whom prospects are interested.

How the Trained Salesman Works

The master salesman carries a pocket notebook, diary, or card file. He notes points of local pride, family history, personal facts, individual advancement—anything and everything of interest to his prospects, the members of their families, or their employes. He keeps records—he does not attempt to remember the items.

He also keeps a date book, or a series of date cards, on which he records birthdays, wedding anniversaries, and all other records, so that these dates are brought to his attention automatically—ten days before the event. That gives him time to send remembrances, or to change his schedule time of call upon the prospect.

If he finds a customer overstocked, either on his own line or any other line, he makes suggestions to help him unload. This may take the form of an advertisement, a special sale, or special selling suggestions to the prospect and his employes. As a means for keeping himself supplied with helpful material, he reads everything he can find which will give him information for use in formulating practical ideas. He studies merchandising thru observation of what good merchandisers are doing. He becomes skillful in adapting the same principles in various forms.

And all of these things make him a genuine co-operator with his customers, which, in turn, inspires, induces, and impels them to co-operate with him.

Your Grasp of the Subject of This Text

THRU your study of this text, you should have a clear grasp of *why* salesmen co-operate with their customers and prospective customers, and of why customers co-operate with salesmen and salesmen's houses.

You should have a clear grasp of *how*—in what forms—salesmen co-operate with customers and prospective customers, and thus secure the co-operation of customers.

You should understand that a salesman's incentive to co-operate lies in his desire for the three forms of profit to be secured thru co-operation; namely:

1. The profit to be made on the sale he is engaged in making—whether the sale be an introductory sale, or the sale of a repeat order;
2. The profit which will come thru additional sales made to the same customer, in the future, by reason of the confidence established, the good will engendered, and the co-operation developed, during the first sale—and thru the satisfactory experience of the customer with the goods he bought in the first purchase.
3. The profit which will come thru sales he will make to others, as the result of the continuous satisfaction enjoyed by a co-operating customer who will recommend the salesman, his house, and his goods to others of his acquaintance; and, in addition to that, sometimes the satisfied customer will give the salesman a testimonial which can be used, not only with the acquaintances and friends of the customer, but with strangers as well.

You should understand that the customer's incentive to co-operate lies in his desire for the increased profit he can secure thru co-operating.

Methods of Securing Co-operation

You have been given various methods used by trained salesmen in securing co-operation from customers—you know that they succeeded thru first co-operating with the customers.

You will readily recognize the value of the service rendered to jobbers by the Yale & Towne salesman, and by his house—thru advertising to consumers, and sales work among dealers: opening up new accounts, stimulating retail sales, etc.; and you will clearly see why the buyer and the general manager of the Baker-Wells Company were impelled to co-operate with the house policy of Yale & Towne, despite their former prejudice toward this policy.

You will also recognize the value of the forms of co-operation described in the later presentations in this text; and you will have no difficulty in comprehending the favorable effect of such co-operation upon prospects and customers.

You will see the importance of selecting distributors who will make successful co-operators, and you will understand the factors which should be taken into consideration in selecting distributors.

You will see the importance of getting the right point of view—because your own "mental attitude" will have great influence upon the "mental attitude" of the prospect.

You will see the importance of educating the customer in proper use of the product—so that he may recognize its full merits; and of showing more extended uses for the product, wherever practicable.

You will have no difficulty in recognizing the quality of service rendered by salesmen who spare themselves no pains in helping dealers to sell the goods to users or consumers; neither will you find it difficult to see the value in establishing favorable personal relations with dealers and their clerks.

You will also realize the value of using mentality instead of memory, as illustrated so pertinently in the text.

The Next Subject to Be Treated

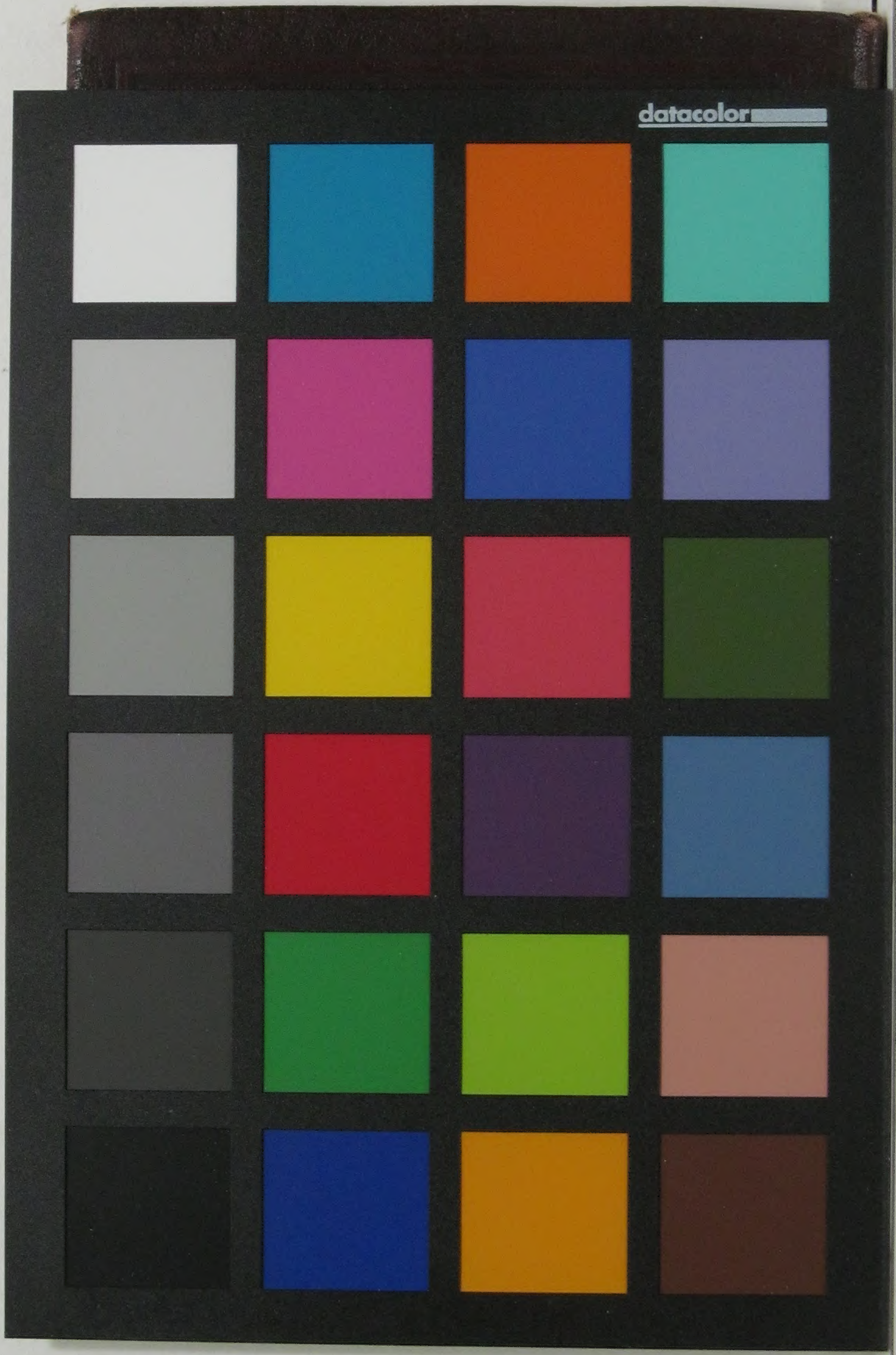
In Text 20 you will take up a subject which has been touched upon, from different angles, in both this present text, and the preceding one—Texts 18 and 19.

The title of the text is "Advertising as an Aid to Selling"; and, thru this text, you will get a grasp of the value of advertising as a sales aid, and of its function in merchandising.

You will find the text very helpful to you. You will learn how to use advertising effectively—and how to stimulate prospects to make the proper use of advertising furnished them by a manufacturer or producer, for the purpose of stimulating trade among users or consumers.

The text will rid your mind of any tendency to ignore, or to overlook, advertising as a sales aid—or of any tendency to give it undue prominence; that is, to claim more for it than it can be expected to perform.

You will enjoy the illustration in the text; it involves the sale, for re-sale, to an obstinate and indolent prospect, of a larger quantity of lubricating oil than he has been in the habit of buying. The practice illustrated is widely applicable, as you will readily recognize, when you have studied it.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MODERN SALESMANSHIP

Practice and Principles

Stimulating Customer Co-operation

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